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Final results framework of the UNICEF Strategic Plan, 2014-2017

Summary

The present document, prepared in accordance with Executive Board decision 2013/16, provides an update to document E/ICEF/2013/21/Add.1, the addendum to the Strategic Plan, 2014-2017 (E/ICEF/2013/21). It refines the summary results and key performance indicators, and includes baselines and targets, for the Strategic Plan.

* E/ICEF/2014/5.

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I. Results and key performance indicators

1. Since the second regular session of the Executive Board took place, in September 2013, an intensive process has been undertaken to develop the baselines and targets. Various approaches have been used for the different levels of indicators. Following consultation with partners, and giving particular emphasis to programme countries, UNICEF reviewed and in some cases updated the indicators contained in the present document, paying attention to their measurability, strategic nature, and compliance with results-based management criteria. The review helped to reduce the number of indicators by over 20 per cent in 2014, compared to the number presented as part of the Strategic Plan in 2013.

2. The terminology used for the indicators is consistent with the guidance provided by General Assembly resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review (QCPR) of operational activities for development of the United Nations system. The terminology also reflects a shared approach with other United Nations organizations, including the United Nations Development Programme, the United Nations Population Fund, and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

3. Since results at the impact level reflect collective action of States with the support of development partners, it would not be appropriate for UNICEF to propose targets or time frames unilaterally. Instead, baselines, targets and time frames in the Strategic Plan at impact level have been included whenever they already exist in global commitments such as the Millennium Development Goals, the United Nations General Assembly Political Declaration on HIV/AIDS, and World Health Assembly resolutions. In cases in which UNICEF is contributing to impacts for which no target has yet been agreed at a global level, UNICEF will populate the impact level of the results matrix after targets have been agreed through processes such as the development of the Sustainable Development Goals. Even where targets do not yet exist, or where no milestones have been identified for 2017, UNICEF will report impact-level changes to its Executive Board as data become available.

4. At the outcome levels, the targets are again the product of shared action. Whenever possible, they reflect globally agreed targets. Where no global targets exist, UNICEF has engaged with key stakeholders at national level, and national monitoring systems will be responsible for assessing the current situation and expected progress in 2014-2017. The targets listed below thus reflect ambitious but achievable estimates of the progress expected by the end of the strategic plan period.

5. The results framework also proposes various forms of data disaggregation that will be tracked by UNICEF (e.g., female/male, rural/urban, wealth quintile). It should be noted, however, that not all countries produce disaggregated data for all indicators. UNICEF will advocate with and support national partners to progressively develop their methods to collect disaggregated data so that monitoring and tracking of indicators is meaningful for the overall purpose of reaching the most disadvantaged. Additional disaggregation — such as by ethnicity, subnational area, disability or other characteristics — will be collected and analysed at the national level as appropriate and feasible.

6. The output level reflects UNICEF contributions most directly. Accordingly, the output indicators measure only those results achieved with UNICEF support. To set output targets, UNICEF involved all its country offices to determine the current status on indicators that reflect a relatively strong association between UNICEF and the results measured. As with the outcome level, the targets are considered ambitious but achievable, and the forms of disaggregation are included in the framework. Each year, reporting will assess the progress toward the targets.

7. Given the unpredictability of humanitarian situations, setting targets for indicators in this area involve a different process. The annual *Humanitarian Action for Children* report contains annual targets reflecting the latest knowledge regarding humanitarian situations. Estimating baselines for humanitarian situations at the outcome and output levels is not possible, since baselines depend on the humanitarian situations that may arise. UNICEF will report on the number of people reached in areas targeted with UNICEF assistance at the output level and will report the number of countries that meet country-defined targets for each humanitarian situation.

8. A comprehensive analysis of the risks, assumptions and mitigation measures as well as the elements of the theory of change for all outcomes and outputs have been outlined in a supplementary programme note that is available separately for information and will be periodically refined.

9. The updated status of indicators will be reported globally each year, and support will be provided to strengthen monitoring systems in countries to generate the required information. For indicators that rely on nationally representative household surveys, the status at the country level will be updated every three to five years on average. Additional indicators will also be aggregated and reported in a "data companion" that is developed each year to accompany the annual report of the Executive Director of UNICEF. The data companion to be issued in 2014 will aggregate the status of commonly used indicators from all relevant country programmes on the completion of key activities (e.g., training completed, supplies provided).

Acronyms used in the tables

ART	Antiretroviral therapy
CCCs	Core Commitments for Children in Humanitarian Action
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CO	Country office
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
DE	Development effectiveness
DFAM	Division of Financial and Administrative Management
DHR	Division of Human Resources
DHS	Demographic and Health Survey
DOC	Division of Communication
DPS	Division of Policy and Strategy
DTP	Diphtheria, Tetanus and Pertussis
EMIS	Educational Management Information System
EMOPS	Office of Emergency Operations
EMTCT	Elimination of Mother-to-Child Transmission (of HIV)
EO	Evaluation Office
EWEA	Early Warning, Early Action plans
GD	Global database (maintained by UNICEF headquarters)
GDP	Gross Domestic Product
GPI	gender parity index
GMA	Governance, United Nations and Multilateral Affairs
HPM	Humanitarian Performance Monitoring
HQ	UNICEF headquarters
ITSSD	Information Technology Services and Solutions Division
JRF	Joint Reporting Form on Immunization
M/F	Male/Female
MICS	Multiple Indicator Cluster Survey

MNCH	Maternal, Neonatal and Child Health
MoRES	Monitoring Results for Equity System
NA	Not applicable
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OIAI	Office of Internal Audit and Investigations
ORS	Oral rehydration salts
OSEB	Office of the Secretary of the Executive Board
PD	Programme Division
QCPR	Quadrennial comprehensive policy review
SAM	Severe acute malnutrition
SLA	Service Level Agreement(s)
SD	Supply Division
TBD	To be determined
U/R	Urban/rural
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNESCO	United Nations Educational, Scientific and Cultural Organization
WASH	Water, sanitation and hygiene
WHO	World Health Organization
WQ	Wealth quintile

Impact: Realizing the rights of every child, especially the most disadvantaged		
Impact indicators	**Baseline**	**Target**
1: Health		
1a. Under-five mortality rate (as pledged in A Promise Renewed)	48 (2012)	15 (2035) (global average) 20 (2035) (maximum at country level)
1b. Neonatal mortality rate	21 (2012)	7 (2035)
2: HIV and AIDS		
2a. Number of new HIV infections among children under 15 years (2012 United Nations General Assembly Political Declaration on HIV/AIDS)	260,000 children (2012)	40,000 (2015)
2b. Percentage of children under 15 years with access to HIV prevention and treatment[1]	34% (2012)	90% by 2015
3: Water, sanitation and hygiene		
3a. Proportion of population practising open defecation	15%	10%
3b. Proportion of population using an improved source of drinking water	89%	92%
4: Nutrition		
4a. Number of children under 5 years who are moderately and severely stunted	171 million (2010)	approx. 100 million (2022)
4b. Percentage of women of reproductive age with anaemia	42% pregnant/ 30% non-pregnant	TBD
5: Education		
5a. Number of primary school-age children out of school and related gender parity index (GPI)	T= 57.2 million F = 30.6 million M = 26.6 million GPI = 0.87 (2011)	0 1.0 (2015)
5b. Primary completion rate (expressed as Gross Intake Ratio in the last grade of primary) and related GPI	T = 91% F = 90% M = 91% GPI = 0.98 (2012)	100% 1.0 (2015)

[1] Based on Global Plan for 22 EMTCT Priority Countries.

Impact: Realizing the rights of every child, especially the most disadvantaged		
6: Child protection		
6a. Number of violent deaths per 100,000 children	2.0 Male 1.9 Female	TBD
6b. Percentage of women 20-24 who were married or in a union by age 18	34% (2005-2012)[2]	TBD
6c. Percentage of children under five whose birth is registered	65% (2005-2012)	TBD
7: Social inclusion		
7a. Number of countries[3] where social protection systems have a positive impact on children's well-being	45	53
7b. Number of countries that have ratified the Convention on the Rights of the Child and its Optional Protocols, the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities	CRC – 190 CRC OP1 – 153 CRC OP2 – 165 CRC OP3 – 10 CEDAW – 186 CRPD – 141	193
7c. Number of children living in extreme poverty	550 million (2010)	447 million

[2] Excludes China.

[3] Unless otherwise specified, the term "countries" in the results framework refers to countries with which UNICEF cooperates in pursuit of a particular output or to whose efforts UNICEF is contributing in pursuit of a particular outcome or impact.

Outcome 1: Health

Outcome indicators	Baseline	Target*	Source	Disaggregation
P1. Outcome: Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of healthy behaviours.				
P1.1 Countries with at least 80% of live births attended by a skilled health personnel (doctor, nurse, midwife or auxiliary midwife)	51 (2010-latest)	At least 60	GD	U/R; Age and WQ where feasible for country monitoring
P1.2 Countries with at least 80% of women attended at least four times during their pregnancy by any provider (skilled or unskilled) for reasons related to the pregnancy	18 (2010- latest)	At least 25	GD	U/R; Age and WQ where feasible for country monitoring
P1.3 Countries that are verified/validated as having eliminated maternal and neonatal tetanus	34	54	GD	NA
P1.4 Polio-endemic or newly infected countries that become polio-free	3 5	All	GD	NA
P1.5 Countries with at least 90% coverage at national level, at least 80% coverage in every district or equivalent administrative unit for children < 1 year receiving (a) measles-containing vaccine, (b) DTP containing vaccine *(Number and percentage of children immunized with measles in humanitarian situations will be reported separately)*	Measles: i. 129 ii. 61 DTP: i. 132 ii. 66	All countries	GD HPM	M/F; U/R; and WQ where feasible for country monitoring
P1.6 Countries with at least 80% of children aged 0-59 months with diarrhoea receiving ORS	0	20	GD	
P1.7 Countries with at least 80% of children aged 0-59 months with symptoms of pneumonia taken to an appropriate health provider	7 (2010- latest)	20	GD	M/F; U/R; and WQ where feasible
P1.8 Countries with at least 80% of children aged 0-59 months with fever who had a finger- or heel-stick for malaria testing	0 (2010-latest)	15	GD	M/F; U/R; and WQ where feasible
P.1.9 Malaria-endemic countries with at least 80% of children aged 0-59 months sleeping under an insecticide-treated net	0 (2010-latest)	25	CO	M/F; U/R; and WQ where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and caregivers, from pregnancy to adolescence, for improved healthy behaviours				
P1.a.1 Countries in which a MNCH communication plan has been developed, budgeted and implemented	33	48	CO	NA
P1.a.2 Polio-affected countries with less than 1% of children under 5 years missing polio vaccination due to refusal	2	3	CO	NA
Output b: Increased national capacity to provide access to essential high-impact maternal and child health interventions				
P1.b.1 Countries without stockouts lasting more than one month at national level for ORS	142	157	CO	NA
P1.b.2 Countries without stockouts lasting more than one month at national level of (a) DTP containing vaccine; (b) measles vaccine	a) 141 b) 149	TBD	GD	NA
P1.b.3 Countries in which the target number of community health workers are trained to implement integrated community case management	22	40	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up of health interventions				
P1.c.1 Countries in which barriers and bottlenecks related to child survival are monitored in at least 80% of DHSS targeted districts	11	TBD	CO	NA
P1.c.2 Countries in which all relevant (out of the 13) essential commodities are a) registered and b) with guidelines for use in facilities and communities	a) 72 b)61	a) 100 b) 80	CO	NA
P1.c.3 Countries in which a policy for community health workers to provide antibiotics for pneumonia is in place	79	100	CO	NA
P1.c.4 Countries with costed implementation plans for maternal, newborn and child health care	72	TBD	CO	NA
P1.c.5 Countries in which a policy for home visits of newborns is developed and/or revised, adopted and in use	51	TBD	CO	NA
P1.c.6 Countries that have mainstreamed risk reduction/resilience, inclusive of climate change into national health strategies and plans	40	60	CO	NA
Output d: Increased country capacity and delivery of services to prevent excess mortality among girls, boys and women in humanitarian situations				
P1.d.1 Cholera-endemic (or at risk for cholera) countries with comprehensive multi-sectoral cholera preparedness plans	32 (out of 39 with cholera endemic)	39	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P1.d.2 Number and percentage of UNICEF-targeted children 6-59 months (or 6 months to 15 years in affected areas) in humanitarian situations vaccinated against measles§	70%	95%	CO	M/F where feasible
P1.d.3 Number and percentage of UNICEF-targeted families in humanitarian situations that receive two insecticide-treated nets in malaria-endemic areas§	30%	100%	CO	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of maternal and child health				
P1.e.1 Countries that have plans with budgets allocated to reduce adolescent pregnancy	30	TBD	CO	NA
P1.e.2 Countries that produce sex-differentiated infant and child mortality estimates	IMR: 68 U5MR: 64	IMR: 157 U5MR: 157	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child health				
P1.f.1 Number of peer-reviewed journal or research publications by UNICEF on maternal, newborn, child or adolescent health #	0	45	GD	NA
P1.f.2 Number of countries that have conducted a launch of A Promise Renewed followed by annual review	TBD	TBD	APR	NA

Outcome 2: HIV and AIDS

Outcome indicators	Baseline	Target*	Source	Disaggregation
P2. Outcome: Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents				
P2.1 Countries with at least 80% coverage of antiretroviral treatment (ART) among eligible children aged 0-14 years and eligible adolescent girls and boys aged 10-19 years	0-14-6 10-19-0 (2012)	38 UNAIDS priority countries	GD	M/F and age where feasible
P2.2 Countries providing at least 80% coverage of triple drug regimens for all pregnant women living with HIV	8 (2012)	22 Global Plan for EMTCT priority countries	GD	Age where feasible
P2.3 Countries where at least 50% of the overall HIV and AIDS budget is funded through domestic resources	61 (2012)	144[4]	UNAIDS global report	NA
P2.4 Countries with at least a 60% coverage in condom use at last sexual encounter among adolescents aged 15-19 years reporting multiple partners in last year	Males: 10 out of 14 Females: 1 of 13	38 UNAIDS priority countries	GD	M/F; U/R; WQ where feasible
P2.5 Number and percentage of people in humanitarian situations who have access to HIV prevention and treatment§	NA	80% of targeted population	CO	Age

[4] The target is 100 out of the 144 low- and middle-income countries (according to the World Bank income classification as of July 2012).

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and caregivers for healthy behaviours related to HIV and AIDS and to use of relevant services, consistent with UNAIDS Unified Budget, Results and Accountability Framework				
P2.a.1 Countries that have comprehensive behaviour change communication strategies for adolescents and youth including those from key populations	19	38	CO	N/A
P2.a.2 Countries with at least 80% of adolescents aged 15-19 years have comprehensive knowledge about HIV and AIDS in UNICEF targeted areas	0	38	GD	M/F
Output b: Increased national capacity to provide access to essential service delivery systems for scaling up HIV interventions				
P2.b.1 Countries with at least 80% of eligible adolescents 10-19 years receiving voluntary male medical circumcision	0	16	CO	NA
P2.b.2 Countries with at least 80% of antenatal care settings/facilities in targeted areas offering ART	10	22	CO	NA
P2.b.3 Countries implementing task-shifting or -sharing for non-physician health care providers to provide ART	11	22	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget to scale up HIV and AIDS prevention and treatment interventions				
P2.c.1 Countries reporting age- and sex-disaggregated data on HIV testing and counselling among adolescents 15-19 years and by sex	Females 23 Males 18	38	GD	NA
P2.c.2 Countries with national HIV/AIDS strategies that include proven high-impact evidence-based interventions to address HIV among adolescents	24	38	CO	Age
P2.c.3 Countries with national policies to implement sexuality or life skills-based HIV education in upper primary schools	30	38	CO	NA
P2.c.4 Countries with either a national child protection strategy or a national social protection strategy that includes elements focused on HIV	25	38	CO	NA
Output d: Increased country capacity and delivery of services to ensure vulnerability to HIV infection is not increased and HIV-related care, support and treatment needs are met in humanitarian situations				
P2.d.1 Number and percentage of HIV-positive pregnant women (out of those targeted by UNICEF) in humanitarian situations who receive treatment (either initiated or continuing) to prevent mother-to-child-transmission of HIV§	NA	80%	HPM	Advocate for data by "initiating" or "continuing"
P2.d.2 Number and percentage of HIV positive children (out of those targeted by UNICEF) in humanitarian situations who receive ART§	NA	80%	HPM	M/F and advocate for initiating or continuing

Output indicators	Baseline	Target*	Source	Disaggregation
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of HIV and AIDS				
P2.e.1 Countries with national household survey based data on HIV disaggregated by age and sex collected within the preceding 5 years	18	38	GD	NA
P2.e.2 Countries that have undertaken a gender review of the HIV policy/strategy of the current national development plan with UNICEF support	0	38	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in HIV and AIDS				
P2.f.1 Number of peer reviewed journal or research publications by UNICEF on HIV and AIDS #	0	20	HQ	NA
P2.f.2 Number of key global and regional HIV/AIDS initiatives in which UNICEF is a co-chair or provides coordination support	6	6	HQ	NA

Outcome 3: Water, sanitation and hygiene

Outcome indicators	Baseline	Target*	Source	Disaggregation
P3. Outcome: Improved and equitable use of safe drinking water, sanitation, and improved hygiene practices				
P3.1 Countries in which more than 75% of households have an improved source of drinking water	103	125	GD	U/R
P3.2 Countries in which more than 50% of the population has an improved sanitation facility	117	137	GD	U/R
P3.3 Countries in which more than 50% of primary and secondary schools have WASH facilities meeting national standards	87	137	CO	U/R
P3.4 Countries in which more than 20% of households have appropriate hand-washing facilities	3 out of 11 with data	20	GD	U/R
P3.5 Countries in which more than 33% of the population practises open defecation	21	15	GD	NA
P3.6 Number and percentage of people in humanitarian situations who access and use (a) safe drinking water, (b) adequate sanitation and hygiene facilities, (c) handwashing facilities§	NA	At least 80% of the targeted population.	HPM	M/F where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and families leading to sustained use of safe drinking water, adoption of adequate sanitation and good hygiene practices				
P3.a.1 Countries implementing national hand-washing behaviour change communication programmes	76	86	CO	NA
P3.a.2 Countries implementing water safety plans at community level	TBD	30 additional countries	CO	NA
Output b: Increased national capacity to provide access to sustainable safe drinking water and adequate sanitation				
P3.b.1 Countries with an established target to provide access to drinking water to underserved populations	85	100	CO	NA
P3.b.2 Countries implementing a national strategy to eliminate open defecation	15	35	CO	NA
P3.b.3 Countries with at least 50% of primary schools having access to adequate sanitation facilities for girls	87	100	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up of interventions to promote safe drinking water, adequate sanitation and good hygiene practices				
P3.c.1 Countries implementing a "sustainability compact" for WASH with evidence of continuous monitoring	9	15	CO	NA
P3.c.2 Countries integrating climate change and/or risk management strategies into WASH sector plans	37	57	CO	NA
P3.c.3 Countries with a an annual budget for basic sanitation that is at least 0.5% of GDP	2 (2010)	10	CO	NA
Output d: Increased country capacity and delivery of services to ensure girls, boys and women have protected and reliable access to sufficient safe water, sanitation and hygiene facilities in humanitarian situations				
P3.d.1 Number and percentage of UNICEF-targeted population in humanitarian situations (a) accessing sufficient quantity of water of appropriate quality for drinking, cooking and personal hygiene; (b) using appropriate sanitation facilities and living in environments free of open defecation; (c) able to practice appropriate handwashing and menstrual hygiene; (d) accessing appropriate WASH facilities and hygiene education in schools, temporary learning spaces and other child-friendly space§	NA	80% of UNICEF targeted population	HPM	M/F where feasible
P3.d.2 Countries in humanitarian action where country cluster or sector coordination mechanism for WASH meet CCC standards for coordination§	NA	100%	HPM	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of water, sanitation and hygiene practices				
P3.e.1 Countries with national monitoring systems reporting on equity of access to WASH services	33	43	CO	NA
P3.e.2 Countries implementing menstrual hygiene management in WASH in schools programmes	39	50	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in safe water, sanitation and hygiene practices				
P3.f.1 Number of peer reviewed journal or research publications by UNICEF on WASH and children #	0	8	HQ	NA
P3.f.2 Number of key global and regional WASH initiatives in which UNICEF is the co-chair or provides coordination support	5	5	HQ	NA

Outcome 4: Nutrition

Outcome indicators	Baseline	Target*	Source	Disaggregation
P4. Outcome: Improved and equitable use of nutritional support and improved nutrition and care practices				
P4.1 Countries with a current exclusive breastfeeding rate among children 0-5 months old $\geq$ 50% and no recent significant decline	27 (2007-2013)	40	GD	NA
P4.2 Countries with at least 90% of households consuming adequately iodized salt	6 (2007-2013)	40	GD (Q.3, a)	NA
P4.3 Countries with at least 80% of primary caregivers engaged in early childhood stimulation for under three-year olds at home.	14	50	GD	M/F
P4.4 Countries with at least 90% of children 6-59 months covered with 2 annual doses of Vitamin A supplements	22/82 (2011-2012)	44	GD	NA
P4.5 Number and percentage of children between 6-59 months affected by SAM, a) reached with quality treatment; b) recovery of > 75%; and c) reduction of mortality (report separately for humanitarian situations)	a. NA b. > 75% c. 1% (2013)	a. 100% b. > 75% c. < 10% in therapeutic care	GD HPM	M/F where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for children and caregivers and communities for improved nutrition and care practices				
P4.a.1 Countries with capacities to provide infant and young child feeding counselling services to at least 70% of communities	16	40	CO	NA
Output b: Increased national capacity to provide access to nutrition interventions				
P4.b.1 Countries with sufficient supply to provide two annual doses of Vitamin A supplements to all children aged 6-59 months	72	82	CO	M/F where feasible
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up nutrition interventions				
P4.c.1 Countries where the International Code on Marketing of Breastmilk substitutes is adopted as legislation, monitored and enforced	52	72	CO	NA
P4.c.2 Countries with a policy or plan targeting anaemia reduction in women and girls	Women: 77 Girls: 38	Women: 100 Girls: 50	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P.4.c.3 Countries that have a nutrition sector plan or policy developed or revised that includes a risk management strategy to address disaster/ crisis risks (e.g. natural disaster/climate/conflict)	56	70	CO	NA
Output d: Increased country capacity and delivery of services to ensure protection of the nutritional status of girls, boys and women from effects of humanitarian situations				
P4.d.1 Number and percentage of UNICEF-targeted children aged 6-59 months with severe acute malnutrition in humanitarian situations are admitted to programmes for management of acute malnutrition and recover§	Recovery rate > 75%	Recovery rate > 75%	HPM	M/F where feasible
P4.d.2 Countries in humanitarian action where country cluster or sector coordination mechanism for Nutrition meet CCC standards for coordination§	20	100%	HPM	NA
P4.d.3 Number and percentage of UNICEF-targeted children aged 0-23 months in humanitarian situations who are accessing infant and young child feeding counselling for appropriate feeding and early childhood development services§	20%	TBD	HPM	M/F where feasible
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of nutrition				
P4.e.1 Countries with national management information systems that disaggregated data on nutrition	90	100	CO	NA
P4.e.2 Countries that have undertaken a gender review of the nutrition policy/strategy in the current national development plan cycle with UNICEF support	20	40	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child nutrition				
P4.f.1 Number of peer reviewed journal or research publications by UNICEF on Nutrition in children and women #	0	20	GD	NA
P4.f.2 Number of key global and regional Nutrition initiatives in which UNICEF is the co-chair or provides coordination support	6	10	GD	NA

Outcome 5: Education

Outcome indicators	Baseline	Target*	Source	Disaggregation
Outcome: Improved learning outcomes and equitable and inclusive education				
P5.1 Countries with primary/lower secondary school age out-of-school rate below 5%	Primary T = 46% F = 40% M = 40% L. Secondary T = 24% F = 22% M = 22% (2008-12)	Primary T = 66% F = 52% M = 52% L. Secondary T = 27% F = 27% M = 27%	UNESCO	M/F
P5.2 Countries with increasing learning outcomes	T = 66% F = 64% M = 64%	T = 75% F = 75% M = 75%	GD	M/F
P5.3 Countries with at least 20% of government expenditure on education	28 (2008-2012)	35	UNESCO	NA
P5.4 Countries with poorest quintile attendance rate: - - above 80% in primary education - above 25% in early childhood education	Primary 44 Early childhood 9	Primary – 61 Early childhood 22	GD	NA
P.5.5 Programme countries in which at least 80% of children aged 36-59 months have been engaged in activities with an adult to promote learning and school readiness	16 (2005-latest)	31	GD	M/F
P.5.6 Number and percentage of children in humanitarian situations accessing formal or non-formal basic education (including pre-primary schools/early childhood learning spaces)§	NA	At least 80% of targeted population.	CO	M/F where feasible

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support to communities with disadvantaged and excluded children to start schooling at the right age and attend regularly				
P5.a.1 Countries with functional school management committees at primary and secondary level	55	123	CO	NA
P5.a.2 Countries in which the education management information system feeds finding back to communities or school management committees	59	106	CO	NA
Output b: Increased national capacity to provide access to early learning opportunities and quality primary and secondary education				
P5.b.1 Countries with innovative approaches at scale to improve access to education and learning outcomes for the most disadvantaged and excluded children	59	104	CO	NA
P5.b.2 Countries with quality standards consistent with child-friendly schools/education or similar models developed or revised	63	121	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling-up quality and inclusive education				
P5.c.1 Countries with well-functioning student learning assessment system, especially for early grades	81	119	CO	NA
P5.c.2 Countries with effective early learning policies and quality early learning programmes	76	119	CO	NA
P5.c.3 Countries with an education sector plan/policy that includes risk assessment and risk management	44	95	CO	NA
Output d: Increased country capacity and delivery of services to ensure girls and boys access to safe and secure forms of education and critical information for their own well-being in humanitarian situations				
P5.d.1 Number and percentage of UNICEF targeted children in humanitarian situations accessing formal or non-formal basic education§	73%	100%	HPM	M/F where feasible
P5.d.2 Number and percentage of UNICEF targeted children in humanitarian situations with access to humanitarian education programmes that have incorporated psychosocial support§	NA	50%	HPM	M/F

Output indicators	Baseline	Target*	Source	Disaggregation
P5.d.3 Countries in humanitarian action where country cluster or sector coordination mechanism for Education meet CCC standards for coordination	31	100%	CO	NA
P5.d.4 Percentage for Education in global humanitarian funding	1.9% (2013)	At least 10%	OCHA	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of school readiness and performance				
P5.e.1 Countries with gender parity (between 0.97 and 1.03) in lower secondary education	47	55	UNESCO	NA
P5.e.2 Countries with EMIS providing disaggregated data that allow identification of barriers and bottlenecks that inhibit realization of the rights of disadvantaged children	66	123	CO	NA
P5.e.3 Countries with policies on inclusive education covering children with disabilities	91	124	CO	NA
P5.e.4 Countries with an education sector policy or plan that specify prevention and response mechanisms to address gender-based violence in around schools	68	88	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in education				
P5.f.1 Number of key global and regional Education sector initiatives in which UNICEF is the co-chair or provides coordination support #	18	20	HQ	NA
P5.f.2 Number of peer-reviewed journal or research publications by UNICEF on Education	0	15	HQ	NA

Outcome 6: Child protection

Outcome indicators	Baseline	Target*	Source	Disaggregation
Outcome: Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children				
P6.1 Countries with 10% reduction in proportion of girls 15-17 years who have ever experienced sexual violence (forced to have sexual intercourse), in countries with prevalence of at least 5%	Out of 24 countries with data and prevalence of > 5%	4	GD	NA
P6.2 Countries with 10% reduction in proportion of children 2-14 (1-14) years who experience violent disciplinary practices by an adult member of the household [definition will change by 2017 to ages 1-14 years]	Out of 53 countries with data	10	GD	NA
P6.3 Countries with 20% reduction in number of children in detention per 100,000 child population	Out of 80 countries with data	15	CO	M/F
P6.4 Countries with 30% or more reduction in proportion of girls 0-14 years undergoing female genital mutilation/cutting	17 (2000-12)	5	GD	U/R
P6.5 Countries with 20% reduction in proportion of children 5-14 years involved in child labour, in countries with prevalence of at least 10% (definition will change by 2017 to refer to ages 5-17 years)	58 with >10% prevalence	5	GD	M/F; U/R; and WQ where feasible
P6.6 Countries with 20% reduction in proportion of children in residential care (out of all children in formal care)	Out of 113 countries with data over 2010-12	30	CO	M/F
P6.7 Countries with 10% reduction in proportion of women 20-24 years married by age 18 years, in countries with prevalence of at least 25%	50 (2010-12)	8	GD	U/R
P6.8 Percentage of parties to conflict listed in the annex to the Secretary-General's report on children and armed conflict that enter into action plans to end grave violations against children	6 of 8 governments (75%) Armed group – 1 out of 8 countries (12.5%)	100	SRSG-CAAC	NA

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support and increased capacities of children and families to protect themselves and to eliminate practices and behaviours harmful to children				
P6.a.1 Countries with at least 50% of target population able to identify key protection risks prioritized in the country programme of cooperation and can name places where violations can be reported	Risk – 2 Place – 8	TBD	CO	NA
P6.a.2 Countries with 75% of targeted parents reached by programmes addressing child-rearing practices	2 out of 71 countries	65 out of 71 countries	CO	M/F; U/R; and WQ where feasible
Output b: Increased national capacity to provide access to child protection systems that prevent and respond to violence, abuse, exploitation and neglect				
P6.b.1 Countries with functioning child protection systems offering preventive and response services	71	100	CO	NA
P6.b.2 Countries with availability of free and universal birth registration	107	135	CO	NA
P6.b.3 Countries in which procedures and services for children in contact with law are applied and delivered in line with international norms	26	50	CO	NA
P6.b.4 Countries (of those with child marriage prevalence is 25% or higher) with national strategies or plans on child marriage with a budget	0	12	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for scaling up interventions that prevent and respond to violence, abuse, exploitation and neglect				
P6.c.1 Countries with legislation on child protection consistent with or better than international standards	81	100	CO	NA
P6.c.2 Countries with legislation in place that recognize children's right to be heard in civil and administrative proceedings that affect them (in line with Article 12 of the Convention on the Rights of the Child)	23	35	CO	NA
Output d: Increased country capacity and delivery of services to ensure that children's rights to protection from violence, abuse and exploitation are sustained and promoted in humanitarian situations				
P6.d.1 Number and percentage of UNICEF-targeted children in humanitarian situations benefitting from psychosocial support§	NA	> 80%	CO	M/F
P6.d.2 Countries in humanitarian action where country sub-cluster or sector coordination mechanism for a) child protection, b) gender-based violence	a) 31 b) 14	100%	EMOPS	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P6.d.3 Number and percentage of UNICEF-targeted children and women in humanitarian situations who experience sexual violence and receive multi-sectoral support services (e.g. health, psychosocial, livelihood/economic strengthening and justice)§	NA	> 80%	HPM	M/F where feasible
P6.d.4 Number and percentage of UNICEF-targeted children in humanitarian situations receiving appropriate alternative care services§	NA	> 80%	HPM	M/F where feasible
P6.d.5 Number and percentage of UNICEF-targeted children associated with armed forces and groups who have been released and reintegrated with their families, and receive appropriate care and services§	NA	> 80%	CO	M/F where feasible
P6.d.6 Number and percentage of UNICEF-targeted children who benefit from relevant mine action interventions§	NA	> 80%	HPM	M/F where feasible
P6.d.7 Number of humanitarian situations with UNICEF-supported mechanisms to monitor and report on grave violations against children	16	100%	HQ	NA
Output e: Increased capacity of governments and communities to identify and respond to human rights and gender dimensions of child protection				
P6.e.1 Countries that collect and publish routine administrative data on violence, exploitation and abuse of children, including violent deaths and injuries	51	75	CO	NA
P6.e.2 Countries that have revised or improved child protection policies on the basis of a gender review supported by UNICEF	35	48	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress in child protection				
P6.f.1 Number of peer-reviewed journal or research publications by UNICEF on Child Protection #	0	10	GD	NA
P6.f.2 Number of key global and regional Child Protection initiatives in which UNICEF is the co-chair or provides coordination support	15	TBD	GD	NA

Outcome 7: Social inclusion

Outcome indicators	Baseline	Target*	Source	Disaggregation
Outcome: Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data				
P7.1 Countries with ***disaggregated*** national household survey data on birth registration collected within the preceding 5 years (such as MICS, DHS, etc.)	80	90	CO	NA
P7.2 Countries that expand the number of children covered by social protection systems	NA	52	CO	NA
P7.3 Countries with improved capacity to develop, implement and finance integrated social protection systems	NA	60	CO	NA
P7.4 Countries in which social spending on a per capita basis is being maintained or increasing	24	50	CO	NA
P7.5 Countries in humanitarian situations that systematically consult affected populations as part of humanitarian performance monitoring	53	NA	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
Output a: Enhanced support for disadvantaged and marginalized children and families to use social protection systems and participate in decision-making processes affecting them				
P7.a.1 Countries with functional mechanism for participation of children to influence development agendas in the local, subnational or national plans that affect the most disadvantaged and marginalized	27	47	CO	NA
Output b: Increased national capacity to provide access to inclusive systems that protect children and adolescents from poverty and promote social inclusion				
P7.b.1 Countries that track effectiveness of social protection on at least one child outcome	62	78	CO	NA
P7.b.2 Countries with large urban populations (of 1 million or more) that produce and utilize disaggregated data on the most excluded (e.g., urban poor/slums)	44	TBD	CO	NA
Output c: Strengthened political commitment, accountability and national capacity to legislate, plan and budget for inclusive social policies and social protection measures, including in risk-prone and fragile contexts				
P7.c.1 Countries with policy and/or budgetary frameworks that explicitly address child poverty and disparities	14	79	CO	NA

Output indicators	Baseline	Target*	Source	Disaggregation
P7.c.2 Countries that incorporate children's rights in the policy discourse on environmental sustainability, including climate change	11	40	CO	NA
Output d: Improved country capacity and national systems to promote resilience and strengthen response to humanitarian situations				
P7.d.1 UNICEF country offices with an Early Warning/Early Action (EWEA) system that was updated in the past 12 months in consultation with the most marginalized/disadvantaged populations	15	100%	CO	NA
P7.d.2 Percentage of countries in humanitarian situations with systems to monitor results of UNICEF-led clusters/sectors	NA	100%	CO	NA
P7.d.3 Percentage of countries with planning and monitoring systems that explicitly address risks (a) at national level; and (b) at subnational level	NA	100%	CO	NA
Output e: Increased capacity of governments and partners, as duty-bearers, to identify and respond to key human rights and gender equality dimensions of social inclusion				
P7.e.1 Countries that have revised domestic legislation and administrative guidance in line with the concluding observations of the i) CRC, ii) CEDAW and iii) CRPD committees	i) 76 ii) 59 iii) 26	157	CO	NA
P7.e.2 Countries with national social or child protection strategy or plan that include elements focused on gender	53	60	CO	NA
Output f: Enhanced global and regional capacity to accelerate progress towards social inclusion				
P7.f.1 Number of peer-reviewed journal or research publications by UNICEF on social protection, social inclusion, social policy, child poverty, and human rights #	0	TBD	GD	NA
P7.f.2 Number of key global and regional social protection, social inclusion, social policy, child poverty and human rights initiatives in which UNICEF is the co-chair or provides coordination support	11	19	GD	NA

* The target corresponds to the number of countries where UNICEF provides support in the respective programme area.
§ Number of countries will also be reported.
# New indicator and will be measured from 2014 only.

II. Organizational effectiveness and efficiency

Result	Key performance indicator	Baseline	Target	Source
Result: Higher quality programmes through results-based management				
Results area 1: Improved accountability of results				
Global technical leadership and support related to the seven Strategic Plan outcome areas are accessible, enabling technical excellence	DE.1 Percentage of country offices rating the i. accessibility, ii. coherence and iii. usefulness of technical guidance and support as satisfactory	i. 77% ii. 70% iii. 73%	i. >80% ii. >80% iii. >80%	DPS
	DE.2 Number of global development partnerships in which UNICEF is involved effectively investing resources for disadvantaged children	NA	All	PD
	DE.3 Percentage of country programme outcomes assessed as being achieved at time of completion of the country programme	NA	➢ 80%	DPS
	DE.4 Percentage of country programme outcomes and outputs that are annually reported as either on track or achieved	NA	➢ 80%	DPS
Policies, guidance and technical support are accessible and relevant, enabling high-quality country programming and reporting	DE.5 Percentage of new country programme documents (CPDs) approved by the Executive Board that meet organizational standards (on i. human rights-based approach, ii. Gender mainstreaming, iii. capacity development, iv. communication for development, v. results-based management and vi. South-South and triangular cooperation) (QCPR)	i. 76.4% ii. 67.2% iii. NA iv. 81.1% v. 81.4% vi. NA	➢ 80%	DPS
	DE.6 Percentage of country offices using common results-based management tools and principles (QCPR)	28%	➢ 50%	DPS
	DE.7 Percentage of country programmes of cooperation with South-South and triangular cooperation as an implementation strategy (QCPR)	60%	➢ 80%	DPS
	DE.8 Percentage of country offices that meet or exceed organizational standards (on human rights, gender, environmental sustainability and communication for development) (QCPR)	NA	➢ 80%	DPS
	DE.9 Percentage of country offices that meet organizational benchmarks for other implementation strategies	NA	➢ 80%	DPS
	DE.10 Percentage of country offices using the common United Nations Development Group capacity measurement approach (when fully developed) (QCPR)	TBD	➢ 80%	GMA

Result	Key performance indicator	Baseline	Target	Source
	DE.11 Country offices that track and report on expenditures using gender markers validated by a quality assurance process (QCPR)	NA	➢ 80%	PD
	DE.12 Number of country offices that apply the standard operating procedures for Delivering as One countries, or components of them (QCPR)	28%	➢ 50%	GMA
	DE.13 Percentage of country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory	92%	➢ 90%	DPS
	DE.14 Percentage of Member States giving positive feedback on the quality of corporate reporting on results and mandates (QCPR)	NA	100%	OSEB
Timely, effective and coordinated support is provided for saving lives and protecting rights in all humanitarian situations, building resilience and reducing vulnerability	DE.15 Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters	60%	➢ 80%	EMOPS
	DE.16 Percentage and number of country offices rating the accessibility, coherence and usefulness of technical guidance and support as satisfactory, disaggregated by fragile/conflict-affected/high-risk/transition countries (QCPR)	53%	➢ 80%	EMOPS
	DE.17 Percentage of support needs identified by country offices engaged in situation reporting that triggered action within 14 days	NA	➢ 80%	EMOPS
	DE.18 Percentage of major humanitarian situations in which UNICEF reported monthly on progress against a small number of CCC-aligned results indicators	81%	100%	EMOPS
Efficient and effective management of supplies enables achievement of programme results	DE.19 Percentage of procurement cases submitted to Contract Review Committee that are approved on first review	87% (CO)	➢ 90%	DPS
	DE.20 Number of innovations that reach a pre-defined endpoint	0	2 each year	SD
	DE.21 Percentage of orders delivered at port of entry at agreed target arrival date	57%	95%	SD
	DE.22 Percentage of country offices monitoring the proportion of (a) institutional, (b) individual contracts sourced from national expertise (QCPR)	a. 63 b. 65	100%	CO
	DE.23 Percentage of Supply Division-handled rapid response orders of supplies ready to be delivered within 48 hours of sales order release	90% (2012)	100%	SD

Result	Key performance indicator	Baseline	Target	Source
Enhanced transparency is achieved through improved access to key corporate information and official documents	DE.24 Timely publication of all financial and annual performance data in public domain	Annual	Quarterly	DPS
Result: Improved management of financial and human resources in pursuit of results				
Management results area 1: Independent corporate oversight and assurance				
Independent and effective oversight and assurance are effected through implementation of internal controls on the use of UNICEF resources and on the relevance, efficiency, effectiveness, sustainability and impact of UNICEF-assisted programmes	M1.1 Percentage of UNICEF evaluations with a formal management response	90% (2012)	> 80%	EO
	M1.2 Percentage of UNICEF evaluations rated unsatisfactory based on United Nations standards	8% (2012)	< 7%	EO
	M1.3 Percentage of country offices submitting at least one completed evaluation to the Global Evaluation Database each year	50%	75%	EO
	M1.4 Number of offices/divisions with audit recommendations outstanding for over 18 months	3	< 10 each year	OIAI
	M1.5 Number of country offices that support the capacity development of national evaluation associations and/or institutions (QCPR)	59	100	DPS
	M1.6 Percentage of complaints investigated and closed within 6 months	85%	100%	OIAI
Timely and comprehensive responses to relevant evaluation findings	M1.7 Percentage of agreed evaluation recommendations (a) under implementation, (b) completed, as recorded in the global management response tracking system	a) 50% b) 15%	a) 60% b) 30%	EO
Management results area 2: Corporate financial, information and communication technology and administrative management				
Effective management, use and stewardship are assured of financial and information and communication technology resources, assets and administrative policies, procedures and systems	M2.1 Management/administration/development effectiveness support costs as a ratio of total resources	11.6% (2012)	10.6%	DFAM
	M2.2 Percentage reduction in travel costs from management budget	2.9% (2012)		DFAM

Result	Key performance indicator	Baseline	Target	Source
	M2.3 Percentage of emergencies in which information technology services requested are provided as per standards in the revised CCCs	75%		ITSSD
	M2.4 Percentage of service-level agreement targets met or exceeded	External SLAs: ~100% Internal SLAs: ~76%	External SLAs: ~100% Internal SLAs: > 85%	ITSSD
	M2.5 Percentage of projects that are delivered within scope, time and budget	70%	75%	ITSSD
	M2.6 Number of countries implementing i. common services, ii. common long-term agreements, iii. harmonized approach to procurement, iv. common human resources management, v. information and communication technology services and vi. financial management services (QCPR)	i. All ii. 89 iii. 45 iv. 25 v. 28 vi. 27	i. All ii. All iii. TBD iv. TBD v. TBD vi. TBD	CO
	M2.7 Percentage of i. core expenditures on development-related activities directed to programme activities and ii. non-core expenditures on development-related activities directed to programme activities (QCPR)	i. 74% ii. 95%	TBD TBD	DFAM
Management results area 3: Corporate external relations and partnerships, communications and resource mobilization				
Strengthened partnerships with Member States, multilateral agencies and United Nations organizations, and strategic and innovative communications and public advocacy	M3.1 Percentage of donor reports submitted on time	92%	➢ 90%	CO
	M3.2 Income: i. regular resources, ii. other resources-regular, iii. other resources-emergency (in millions of US dollars)	i. 1,265 ii. 2,256 iii. 1,332	i. 1,504 ii. 1,938 iii. 790	DFAM
			➢	
	M3.3 Percentage coverage of UNICEF that is favourable or higher in global top-tier media	67%	>80%	DOC
	M3.4 Number of people engaged with UNICEF top global digital and social media platforms (and global leadership)	11.5 m Globally No. 1	Retain global No. 1	DOC
	M3.5 Percentage of global population with good opinion of the organization (Global Opinion Index)	63%	Remain No. 1	DOC
	M3.6 Percentage of UNICEF country offices participating in a	31%	➢ 50%	CO

Result	Key performance indicator	Baseline	Target	Source
	common budgetary framework			
	M3.7 Size and trend in funding from i. government and ii. non-governmental partners, including international financial institutions, regional development banks, civil society, private sector (QCPR) (in millions of US dollars)	i. 2,610 ii. 1,223	i. 2,590 ii. 1,642	DFAM
Management results area 4: Human resources management				
Effective and streamlined human resources policy and procedures are in place and implemented, providing quality advisory support to develop and maintain a flexible and highly skilled and motivated workforce	M4.1 Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)	72	60	DHR
	M4.2 Percentage of requests for surge capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)	➢ 92%	➢ 90%	DHR
	M4.3 Percentage of staff identifying themselves as satisfied with the UNICEF workplace, as per global staff survey	76% (2009)	> 90%	DHR
	M4.4 Percentage of staff who are female at (a) all levels and (b) P-5 and above	(a) 48% (b) 44%	(a) 50% (b) 50%	DHR
Management results area 5: Corporate leadership and direction				
Effective leadership and executive direction are assured for implementing results outlined in the Strategic Plan	M5.1 Percentage of the overall objectives of the Strategic Plan achieved	NA	➢ 90%	HQ
	M5.2 Percentage of staff that "strongly agree" or "agree" that UNICEF has a "speak-up culture"	NA	➢ 90%	HQ
Management results area 6: Staff and premises security				
Enhanced security measures for staff and premises are in place and a safer environment for UNICEF-assisted programmes is achieved	M6.1 Percentage of country offices meeting minimum operating security standards	91%	100%	EMOPS
	M6.2 Percentage of country offices meeting business continuity plan requirements	99%	100%	HQ
Management results area 7: Field/country office oversight, management and operations support				
Improved accountability is in place for achieving results at country and regional office levels	M7.1 Percentage of countries where UNICEF supports capacity development through policies, institutions, systems and plans to strengthen equity-focused plans for children, especially the poorest and most vulnerable (QCPR)	NA	100%	CO
	M7.2 Percentage of country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions	86% (2012)	100%	DPS

Result	Key performance indicator	Baseline	Target	Source
	M7.3 Percentage of allocated regular resources for programmes expended at end of the year	96.5%	> 95%	DFAM
	M7.4 UNICEF contribution in cash provided to the resident coordinator system (QCPR)	US$ 2.6m	US$ 3.6m	GMA
	M7.5 UNICEF contribution in kind provided to the resident coordinator system (QCPR)	US$ 2.4m	TBD	GMA
Coordination of the United Nations development system				
Results area 7: United Nations development system leadership and coordination				
Leadership of humanitarian clusters under UNICEF responsibility is carried out effectively	C.1 For globally led or co-led clusters and areas of responsibility, percentage of country-level clusters and areas of responsibility that have a designated country coordinator	100%	50%	EMOPS
	C.2 For newly activated clusters or areas of responsibility, percentage of country coordinator positions filled within 30 days of cluster activation	100%	90%	EMOPS